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Insights on the Apprentice

Last night's show came down to hubris and arrogance. No matter how smart you THINK you are, you don't know everything. We've all dealt with people like this before: People who think they know everything, don't listen to others, take no responsibility, and externalize all blame. They are everywhere in business and everywhere in life.

How to manage these people depends on if you're their manager or their coworker. These people tend to be difficult to manage, so as a manager, you need to keep them on a short leash to teach them the difference between their good judgment and poor judgment.

1. Let them know when they are right; this may sound easy but it may be hard because it may feel like you're giving them what they want to hear;
2. Let them know when they are wrong, this may be difficult because you will be giving feedback they most likely won't agree with and won't want to hear.
3. Apply progressive discipline: If they refuse to listen or make the changes required, ensure that you have a system of progressive consequences that will inform them without a doubt that they are doing the wrong thing.

As a coworker, you can become quite frustrated because you have no authority. But you're never really powerless:

1. Focus on doing your job in the most effective way possible. Strong performance is the greatest protection against poor management/coworkers.
2. Arm yourself with patience. Over time, people's mistakes will catch up to them. Be patient, let their mistakes add up, focus on what YOU'RE doing.
3. Don't be combative: These people have a way of dragging others into unnecessary conflict. Don't allow yourself to be dragged into their issues.